

MAJOR CONSOLIDATED SUBSIDIARIES

As of March 31, 1999

Domestic

Ricoh Optical Industries Co., Ltd.
Tohoku Ricoh Co., Ltd.
Hasama Ricoh, Inc.
Ricoh Unitech Co., Ltd.
Ricoh Elemex Corporation
Ricoh Microelectronics Co., Ltd.
Ricoh Keiki Co., Ltd.
Hokkaido Ricoh Co., Ltd.
Miyagi Ricoh Co., Ltd.
Niigata Ricoh Co., Ltd.
Nagano Ricoh Co., Ltd.
Gunma Ricoh Co., Ltd.
Tochigi Ricoh Co., Ltd.
Saitama Ricoh Co., Ltd.
Ibaraki Ricoh Co., Ltd.
Chiba Ricoh Co., Ltd.
Tokyo Ricoh Co., Ltd.
Nishi Tokyo Ricoh Co., Ltd.

Kanagawa Ricoh Co., Ltd.
Shizuoka Ricoh Co., Ltd.
Aichi Ricoh Co., Ltd.
Kyoto Ricoh Co., Ltd.
Osaka Ricoh Co., Ltd.
Hyogo Ricoh Co., Ltd.
Hiroshima Ricoh Co., Ltd.
Shikoku Ricoh Co., Ltd.
Fukuoka Ricoh Co., Ltd.
Ricoh Technosystems Co., Ltd.
NBS Ricoh Co., Ltd.
Ricoh Logistics System Co., Ltd.
Ricoh Leasing Company, Ltd.
Ricoh Engineering Co., Ltd.
Ricoh San-ai Service Co., Ltd.
Giga Networks, Inc.

Overseas

Ricoh Electronics, Inc.
Ricoh UK Products Ltd.
GR Advanced Materials Ltd.
Ricoh Industrie France S.A.
Taiwan Ricoh Co., Ltd.
Ricoh Asia Industry (Shenzhen) Ltd.
Ricoh Corporation
Ricoh Europe B.V.
Ricoh Deutschland GmbH
Ricoh UK Ltd.
Gestetner Holdings PLC
Ricoh España S.A.
Ricoh France S.A.
Ricoh Italia S.p.A.
Ricoh Hong Kong Ltd.
Ricoh Asia Industry Ltd.
Ricoh Photo Products (Asia) Ltd.
Ricoh Asia Pacific Pte. Ltd.
Ricoh Finance Nederland B.V.

BOARD OF DIRECTORS

As of June 29, 1999

Chairman

Hiroshi Hamada

President

Masamitsu Sakurai

Executive Managing Directors

Kazuhiro Sakai
Haruo Kamimoto
Tatsuo Hirakawa

Managing Directors

Naoto Shibata
Koichi Endo
Masaaki Iida
Masami Takeiri
Makoto Hashimoto
Masayuki Matsumoto

Directors

Taisaburo Homae
Terumoto Nonaka
Atsumichi Nagatomi
Kiyoshi Sakai
Tadatoshi Sakamaki

Takashi Nakamura
Kenji Hatanaka
Etsuo Kobayashi
Masami Yoneyama

Corporate Auditors

Akio Miyazaki
Minoru Tajima
Hisaaki Koga
Katsumi Yamamoto
Kenji Matsuishi